

Telework Town Hall Meeting – Government Telework Professionals Convene and Collaborate



Town Hall Meeting focused on enabling public-private collaboration on Federal telework

Some 200 qualified government and industry leaders gathered on June 15th in Washington, D.C. for the first Telework Exchange Town Hall Meeting. Attendees were eager to learn more about government telework programs, available technologies, governing regulations, and best practices from a range of agencies, not-for-profit organizations, and private sector partners. The Town Hall Meeting agenda addressed an array of hot topics for telework managers and teleworkers, from Continuity of Operations (COOP) planning to working implementations and enabling technology. The Town Hall Meeting also hosted the 2006 Tele-Vision Awards, with recognition of five leading government telework programs (for more details, see page three).

DOD Perspectives on Expanding Telework

The Town Hall Meeting featured two viewpoints on telework from Department of Defense organizations: Mark Fuhring, Assistant Deputy Chief of Staff for Personnel, United States Army Communications Electronics Lifecycle Management Command located at Fort Monmouth, New Jersey; and Jack Penkoske, Director of Manpower, Personnel, and Security at the Defense Information Systems Agency (DISA), based in Arlington, Virginia. Each spoke about the role telework is expected to play during their organizational transitions called for by the 2005 Defense Base Closure and Realignment Commission Report (www.brac.gov).

DISA is relocating to Maryland and the majority of employees live in Virginia.

Telework is part of our overall recruitment and retention strategy. The number of employees teleworking has quadrupled in the last six months. It is actually increasing every week.

Jack Penkoske, Director of Manpower, Personnel, and Security, Defense Information Systems Agency

Both Fuhring and Penkoske discussed how telework can and will be an effective tool to help ensure mission continuity during BRAC transitions, scheduled for completion in 2010. Penkoske's organization is relocating its headquarters to Fort Meade, Maryland, yet 75 percent of current DISA headquarters' employees live in Northern Virginia. He reported DISA has a major initiative underway to educate the workforce on telework options.

CONTINUED ON PAGE SEVEN

Agencies Have "Some" of the Necessary Infrastructure for Widespread Telework

But They Lack Clear Strategies for Implementation

A study by the General Services Administration (GSA) shows that, while it will require planning and resources, providing a widespread telework infrastructure across the Federal government is worth the investment. To quote the study, "the potential benefits are far-reaching and cost beneficial."

Theresa Noll, Senior Telework Program Analyst, Office of Governmentwide Policy, GSA, presented the Telework Technology Cost Study at the recent Telework Exchange Town Hall Meeting held in Washington, D.C. on June 15. Explaining one of the study's business cases, Noll said, "Implementing a basic telework-at-home solution for 50,000 employees at an agency with 100,000 staff at a three-year cost of \$16 million can yield more than

CONTINUED ON PAGE SIX

Recognizing Excellence: Environmental Protection Agency's Best Workplaces for CommutersSM Program

By Denise Kearns, *Environmental Protection Specialist, United States Environmental Protection Agency*

Telework is rapidly emerging as a new strategy in Federal plans to prepare for everything from terrorist attacks to deadly viruses. As a result, many agencies are updating their existing telework policies and programs.

Telework not only provides managers with a tool to improve worker productivity and workplace flexibility, it also is a means for agencies to ensure the continuity of essential government operations in times of emergency.

Best Workplaces for CommutersSM (BWC) is a voluntary partnership program between the United States Environmental Protection Agency (EPA) and the Department of Transportation (DOT) that recognizes these agencies and other employers for providing outstanding commuter benefits to their employees.

Nearly 75 Federal agency worksites and 65 state and local worksites already participate and have received the BWC designation. In addition to gaining national recognition, these agencies are offered networking opportunities and technical assistance on a range of commuter issues, including telework.

To participate and achieve the BWC designation, public agencies and other employers first must meet a National Standard of Excellence (NSE), which includes offering at least one of the following "primary" commute benefits:

1.

Telework arrangements that reduce commute trips by at least six percent at a specified worksite, or

2. A transit or vanpool subsidy worth at least \$30/month, or
3. A parking cash-out option worth at least \$30/month

In addition to a primary benefit, BWC employers also offer three or more "supporting" benefits. Some of these supporting options include onsite amenities, flexible schedules, as well as information on carpools and vanpools. Telework and other alternative workplace arrangements also qualify as supporting benefits when offered to a limited number of employees as an option, yet the six percent reduction in employee commute trips cannot be achieved.

The majority of Federal agencies that participate as BWCs include telework as one of their supporting benefits, as do about half of participating state and local agencies. For these agencies, telework is used for a number of reasons, all of which align with the goals of BWC.

"At the U.S. Department of Agriculture (USDA), we've developed a range of workplace options that over time has really made a difference in our organization," said Marge Adams, a USDA Work/Life Manager based in Washington, D.C. "Every year we see an increase in the number of employees who telework, use transit, or drive in together as part of a vanpool."

Improved workplace productivity, healthy community relations, and strong employee recruitment and retention rates are among the key benefits Adams has observed.

She emphasizes the need to highlight these benefits when working with USDA managers to adopt innovative employee commute options, including teleworking.

Brooke Brewer, Director, Office of Work/Life and Benefits Programs with the U.S. Department of Labor agrees. The Department of Labor is in the process of increasing awareness of telework policies and programs. Like USDA, the Labor Department qualifies as a BWC given its strong transit program and because it offers a telework option.

Brewer believes that alternative workplace arrangements, including telework, are gaining tremendous momentum, and that in the future they will play a greater role in determining how the Federal workforce is managed.

"Right now telework is a critical flexibility (among Federal agencies) because it can help us strengthen and build effective Continuity of Operations (COOP) and Pandemic Flu plans," said Brewer. "I suspect that our capabilities in this arena will be heavily tested over the next several months, and for many years to come."

"As managers receive education and training, and the value of telework is demonstrated, it won't be long before telework becomes more prevalent in the Federal workforce – and not just as a means to address security threats, but also because we will come to see that it provides us with a flexible, more productive workforce, cleaner air, and reduced congestion," said Brewer.

For the EPA and DOT, this will mean their BWC program will have moved towards achieving its goals of providing employees with more flexible, productive, and satisfactory work arrangements.

For more information about the Best Workplaces for Commuters program, visit www.bwc.gov or contact Jeffra Rockwell at (734) 214-4401.



Money Does Grow on Telework Trees



On June 8, area commuters lined up to pick telework dollars at L'Enfant Plaza.

In an ongoing effort to educate the public about the savings and benefits of telework, Telework Exchange has rolled out a campaign called "Time is Money, and Money Doesn't Grow on Trees." The innovative campaign places "money trees" at busy intersections in Washington, D.C. and allows people to pick telework dollars from its branches and talk to a host of telework experts.

The first trees took root at the corner of 7th and D Streets, Southwest at crowded L'Enfant Plaza and just outside the Department of Housing and Urban Development headquarters. The second promotion, underwritten by TANDBERG, took place on August 16 at the corner of 13th Street and Pennsylvania Avenue. Throngs of people visited the trees to pick some valuable green from its branches and learn about

how they could save money (for themselves and their agency) by teleworking just one or two days each week.

More money trees are in the works, and Telework Exchange is asking its members to visit the Web site (www.teleworkexchange.com) and vote for the next location. Stephen W.T. O'Keeffe, Executive Director of



\$2 bills blossom on August 16 in D.C.

Telework Exchange, says "Consider gas price hikes, D.C.'s traffic gridlock, and concerns on global warming – telework is the answer. It's time to put telework into drive."

Tele-Vision Awards Recognize Outstanding Government Programs

The 2006 "Tele-Vision" Awards were presented at the June 15 Telework Exchange Town Hall Meeting. Five government organizations were selected by an independent panel of

judges and recognized for excellence in telework program implementation. One winning telework program was selected for each of the categories noted below. For more information on these telework programs, and on the Tele-Vision Awards, see www.teleworkexchange.com.

Excellence in Telework Leadership

Treasury Inspector General for Tax Administration (TIGTA), Telecommuting Program

TIGTA's telecommuting program, in place for more than five years, allows employees nationwide to work from alternate locations to conduct audits of Internal Revenue Service programs and systems and to investigate waste, fraud, and abuse. TIGTA is a recognized leader among Federal agencies and has incorporated telework as an integral part of its business continuity strategy. TIGTA has overcome program challenges with a comprehensive network of technical, human resources, and senior management support. Currently, 95 percent of TIGTA's 840 employees are eligible to telework, and 740 participate in the program, with nearly half teleworking two or more days each week.

Innovative Application of Technology to Support Telework

Federal Deposit Insurance Corporation (FDIC), Telework Program

CONTINUED ON PAGE FOUR

Gasoline

Self Service

REGULAR UNLEADED	↑↑	9
PLUS UNLEADED	↑↑	9
SUPREME UNLEADED	↑↑	9

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Tele-Vision Awards

CONTINUED FROM PAGE THREE

The FDIC's voluntary telework program offers a suite of remote access services, including a Remote Client Network (RCN), a Virtual Private Network (VPN), and a dial-up service. Recently, the FDIC rolled out a token-based system that delivers all FDIC employees secure remote

Best New Telework Initiative

Federal Aviation Administration (FAA), Flights Standards, Western Pacific Region, San Francisco International Field Office

The FAA Flight Standards conducts Air Carrier/Repair Station certification and surveillance on 94 entities in the Asia Pacific region, and is responsible

communications as well as tracks costs, approvals, inspector contacts, projects, and tasks.

Telework Program with Maximum Impact on Government

United States Patent and Trademark Office (USPTO), Trademark Work at Home Program

The Trademark Work at Home is a comprehensive program involving more than 220 employees (80 percent of eligible examining attorneys) who spend the majority of their workweek at home and share office space through a hoteling arrangement. Each employee is provided with the necessary equipment for secure remote access to the agency's network, and automated systems enable users to perform all of their trademark examination duties electronically. By incorporating measurable performance goals in the evaluation of worker performance, the Trademark office has created a model of an extremely successful telecommuting program for government agencies.

Excellence in State Program Leadership

Arizona Department of Administration, State of Arizona Telework Program

An Arizona State Executive Order mandated telework, with the goal of having 20 percent of the 21,000 state employees in Maricopa County actively participate. Today, 3,700 employees, or more than 17 percent of the state workforce in Maricopa County, are teleworkers. Current estimates show that state teleworkers drive 4.5 million fewer miles annually, generate 75 fewer tons of air pollution, and endure 155,000 fewer hours of stressful driving time. With an employee replacement cost of \$50 million per year, the telework program delivers significant potential savings to Arizona taxpayers, as a meaningful factor in the retention of qualified employees.

Recipients of the 2006 Telework Exchange Tele-Vision Awards



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The Tele-Vision Award winners provide other Federal agencies with a proven map to negotiate out of telework gridlock. From continuity of operations to recruitment and retention – telework is a critical plank in agencies' future standard operating procedures.

Eric Dunham, Acting Deputy Associate Administrator for Real Property Management, Office of Governmentwide Policy, General Services Administration

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access from any computer with Internet access and a Web browser. The Web Enabled Remote Client Network (WebRCN) makes it possible for every eligible FDIC employee with access to a computer to participate in the Telework Program. In 2005, more than 2,300 FDIC employees participated in the program, working a combined total of more than 266,000 hours.

for issuing foreign organizations FAA certificates to work on U.S. aircraft and products. Telework is being used for inspectors working with operators nationwide. In October 2005, the organization built an interactive Web site based on the FAA Knowledge Services Network (KSN) to manage virtual office operation. This information-sharing Web site enhances employee and industry

Partnerships, Teamwork, and Advocacy Are Key to Telework Center's Success

Ask Joyce Twohig Larrick why her Federal Telework Center is so successful, and she answers with an emphatic, "Teamwork and community partnerships." Larrick is Director of the Bowie State University Telecommuting Center, which currently is operating at 92 percent capacity.

For that "nearly full" status, she credits not just her staff, but also the teleworkers themselves. "They are our biggest advertisers," she says. "They truly understand and appreciate the benefits of teleworking, and they are flexible, motivated, and productive." It is not difficult to see why these teleworkers are appreciative. This particular Center comes with all the perks of a full university campus.

The MARC train runs right through the campus, making it easy for Baltimore residents to telework rather than commute to their Federal jobs in and around Washington, D.C. Teleworkers can get their exercise with a run on the University's track or a swim in the pool. There are plenty of options for

Representative Steny Hoyer (D-MD) and Joyce Twohig Larrick at the Bowie State University Telecommuting Center



lunch at the cafeterias, and teleworkers can borrow a great book from the shelves – the Telework Center is located inside the campus library.

"There is no doubt that the collegial atmosphere is a selling point," says Larrick. "You can network with your peers and eat lunch with co-workers, yet avoid all the normal office politics." Dr. Marion Harris, BSU's Acting Vice President for Administration and Finance, said "The Center is an invaluable productivity resource to its users,

and illustrates Bowie State University's role as a leader in workplace innovation, and a community partner in addressing the professional needs of its community."

A long-time resident of Bowie, Maryland, Larrick knows her way around the community and its various organizations. She is passionate about teleworking and is an active advocate in the Greater Bowie and Baltimore/Washington Chambers of Commerce, and she is a founding member of the Bowie Chamber's

CONTINUED ON PAGE SIX

Don't Sit in Traffic You Can Avoid

TrafficLand.com provides live video from over 400 Washington, DC region traffic cameras. It's a free service designed to help avoid traffic.

If you drive to an office, a teleworking center, or run errands during lunch—TrafficLand.com can show you the best routes to avoid traffic jams.



Partnerships, Teamwork, and Advocacy are Key to Success

CONTINUED FROM PAGE FIVE

Home-Based Business

Committee. She also frequently meets with agency telework coordinators and directors of other

Washington, D.C. area Telework Centers, and stays active in the International Telework Association and Council and the Washington Metropolitan Telework Centers. "I assume it is my role to be a proponent for all the General Services

Administration (GSA) supported Telework Centers," she says. It is not uncommon to see Larrick wearing a button that reads, "Ask me about GSA's Telework Centers."

The Bowie Center is an "office away from the office" for a variety of workers. Larrick estimates just over 60 percent of the Center's teleworkers are Federal government employees, while the remaining 40 percent come from industry. Larrick works with managers to optimize their full use of the Center. For example, nine people from the same agency share one seat in the Center. Teleworkers are able to have flexible schedules and accomplish special projects.

Larrick also understands the important role that a Telework Center can play in Continuity of Operations (COOP) planning. The Government Accountability Office (GAO) recently audited the Bowie Center for COOP services. The Center received strong marks and is now a COOP site for one Federal agency. Larrick noted that she is speaking with other Federal agencies as well.

The Center's success has not gone unnoticed. Representative Steny Hoyer (D-MD) has used the Center to telework, as well as other Congressional members and a former administrator of the Office of Personnel Management (OPM). Hoyer, a proponent of telework for nearly 15 years, recently held a roundtable discussion at the Center with 20 teleworkers. He reiterated the wide ranging benefits of telework

– from improving the environment and reducing America's dependence on foreign oil, to reducing stress, and strengthening families.

Larrick has a grand vision of entire buildings outside of the Washington, D.C. area dedicated solely to teleworkers. To promote this future vision, she remains a tireless telework talker. "If you are a believer in telework, get into your community and talk about it," she says. "Volunteer, meet people, and join organizations and associations. Do what you can to let people know that telework is more than just a concept – it is the here and now, and it is the future."

Agencies Have "Some" of the Necessary Infrastructure for Widespread Telework

CONTINUED FROM PAGE ONE

\$36 million of benefits over the same three-year period."

Some of those cost savings are gained from reduced operating costs in areas such as leave usage, spending related to Continuity of Operations (COOP) planning, and the productivity losses due to inclement weather or other shutdowns.

The study lays out in detail the investment levels needed to modernize agency information technology (IT) infrastructures to support a large-scale telework program. The study's goal was to "estimate the costs of expanding telework technologies so the

infrastructure can support 25 to 50 percent of the Federal workforce teleworking." GSA went a step further to assess the financial and non-financial benefits of these enhancements. The report points out that telework-related technology investments have uses and benefits beyond the telework realm – improved collaboration capabilities, enhanced continuity of operations, and a better, more flexible overall IT infrastructure.

Aside from its wealth of quantitative information, the study also identifies concrete steps agencies can take to expand IT support for telework programs. The study provides three business case analyses designed to help agencies implement robust telework solutions – from how to enhance or expand telework, to strategies for reliable budget planning. The study employed financial management tools to develop the business cases, including the Capital Planning and Investment Control (CPIC) process and the Value Measuring Methodology. These and other tools are available for Federal agencies to use in prioritizing investments and incorporating telework into strategic IT enhancements.

The study is one of the first to clearly estimate and enumerate the costs involved in developing a telework infrastructure within an agency.

CONTINUED ON PAGE EIGHT



Theresa Noll, Senior Telework Program Analyst, Office of Governmentwide Policy, General Services Administration

Telework Town Hall Meeting

CONTINUED FROM PAGE ONE

People are surely paying attention, as the number of employees who telework has quadrupled in the last six months, and Penkoske considers telework to be a critical component in the agency's strategy to retain and increase the current DISA talent pool.

"When we changed the telework policy recently, we explained that all positions are eligible for telework unless you come back and tell us why they are not by exception," said Penkoske.

Mark Fuhring noted that, in the past, his department might have had only 25 to 30 teleworkers. The organization estimates expanding telework to 300-500 employees this year.

Proven Government Telework Programs

To provide Town Hall Meeting attendees with models of successful government telework programs, panelists discussed best practices and existing programs. One well-

known example established over the last 10 years can be seen at the United States Patent and Trademark Office (USPTO). Debbie Cohn, Deputy Commissioner for Trademark Operations, discussed the evolution of the program that today is saving the agency more than \$1 million annually in leasing costs. She highlighted key success factors, including establishing pilot programs, providing comprehensive training for teleworkers and managers, establishing measurable performance standards, and setting realistic expectations, as well as working closely with the employees' union.

The Treasury Inspector General for Tax Administration (TIGTA), part of the Department of the Treasury, has established a geographically-dispersed telework program that includes nearly 90 percent of the agency's auditors and examiners. Ben Trapp, TIGTA's Assistant Director of Client Services and a full time teleworker, spoke about the program's success and half-million-dollar savings achieved to date. New employees initially work in a

TIGTA office, then transition to a two-day-a-week telework plan, and eventually work full time from their home or alternate location. Trapp emphasized that executive management support was the single most important factor that has contributed to the initial success of the program. Today, this nationwide implementation includes staff from more than 60 regional offices.

"Work is something you do, not a place you go," said Ronald Simmons, Knowledge Management Officer and Technical Advisor at the Federal Aviation Administration (FAA). His presentation showcased the FAA's Knowledge Services Network (KSN), an alternative virtual work space where FAA employees, business partners, and customers conduct daily business and manage programs of all sizes. The KSN has 22,000 users from 1,500 teams conducting the critical business of FAA – and a large portion are doing business from their homes or other locations.

Integrating Telework into COOP – The Time is Now

Business continuity is at the top of the critical list facing telework advocates today. Linda Koontz, Director of Information Management Issues at the United States Government Accountability Office (GAO), reviewed the findings of a recent report entitled "Continuity of Operations: Selected Agencies Could Improve Planning for use of Alternate Facilities and Telework during Disruptions." This report, issued in May 2006, discusses how, and to what degree, 23 Federal agencies are using telework programs as an integrated component of their continuity planning. (For more information on this report, see the June 2006 issue of *The Teleworker* or access the complete GAO report at www.gao.gov, report number GAO-06-713.

The Department of Commerce's Critical Infrastructure Protection Manager, Dave Jarrell, discussed programs underway across the large, diverse agency to integrate telework, COOP, and other business contingency planning. The agency supports teleworkers, as well as a

large mobile workforce, and these employees need the ability to work during all types of weather, and especially during an emergency. As part of the Commerce Office of the CIO, Jarrell noted that an essential approach to ensuring business continuity is to involve the diverse stakeholders in the planning, governance, security, and testing of remote access systems. The Department regularly participates in exercises, internal and with other agencies, to ensure COOP programs are executable, and to address hiccups along the way.

Leveraging Technology for Telework Results

In a session dedicated to telework strategies and available tools, presenters told attendees how to turbo charge their telework programs. Speakers included Nigel Ballard of Intel Corporation, Ray Kent of Booz Allen Hamilton, Theresa Noll of the General Services Administration (GSA), and Tom Simmons of Citrix Systems. Ballard highlighted the future of wireless technology and talked about technologies available today, noting that most teleworkers will one day be able to work from any location. Simmons discussed the characteristics of the successful telework programs implemented throughout government, and touched on improvements in emerging technologies, including virtual meetings and Voice over Internet Protocol (VoIP).

Ray Kent and Theresa Noll shared the initial results of a recently-completed study conducted by Booz Allen Hamilton for GSA that analyzed the potential technology costs and benefits of broadening telework capabilities to support 25 to 50 percent of the Federal government workforce. Theresa Noll, a GSA Senior Telework Program Analyst, discussed the government's study objectives and detailed the effectiveness and potential cost savings involved in implementing a more robust Federal telework infrastructure. For more information on this GSA study, see page one of this edition of *The Teleworker*.

CONTINUED ON PAGE EIGHT



Telework COOP Planning Session Hosted by DHS

CONTINUED FROM PAGE SEVEN

The Office of the National Capital Region Coordination (ONCRC), part of the Department of Homeland Security, hosted a special session at the Town Hall Meeting to discuss proven Federal telework best practices. The ONCRC is designing and implementing COOP programs for the National Capital Region. Through a series of outreach sessions, ONCRC is looking to involve experienced government and industry professionals in the planning process. As part of its mandate, ONCRC oversees and coordinates Federal programs for and relationships with state, local, and regional authorities in the National Capital Region.

Available proceedings from the June 15 Telework Exchange Town Hall Meeting can be found at www.teleworkexchange.com/townhallmeeting.

Agencies Have "Some" of the Necessary Infrastructure for Widespread Telework

CONTINUED FROM PAGE SIX

The study's cost benefit analysis clearly shows that initial costs are well worth the investment – not just to those who are teleworking, but to the agency overall.

The study also found that many agencies currently do not include telework in their comprehensive strategic IT planning and program development. GSA recommends that agencies consider telework technology as a component of their enterprise architectures and capital planning to expand program benefits and technology return on investment.

To read the full study, visit www.teleworkexchange.com/gsa-telework-technology-cost-study.asp.

Telework Drive-Thru Telework News Update

⇒ The White House released the "National Strategy for Pandemic Influenza Implementation Plan" in May, which requires the Office of Personnel Management (OPM) to update its telework guidance to include information on workplace options during a pandemic outbreak. Visit www.teleworkexchange.com to view OPM's updated guidance.

⇒ For the third straight year, Frank Wolf, Chairman of the House Appropriations Subcommittee on Science, State, Justice, and Commerce, inserted language in the fiscal 2007 appropriations bill that will withhold \$5 million from the agencies covered under the bill if they do not increase their telework opportunities from last year.

⇒ Downpours affected the Washington, D.C. area in June, forcing the Internal Revenue Service to close headquarters until 2007 due to flooding. During this time, the agency offered employees alternative workplace options, including telework. GSA is offering IRS employees free access to Washington Metropolitan Telework Centers. More information on the Telework Centers is available at www.wmtc.org.

Register Now:

ITAC/WorldatWork Telework Conference

September 26, 2006

The Morris & Gwendolyn Cafritz Foundation
Conference Center,
The George Washington University, Washington, D.C.

www.workingfromanywhere.org/2006conference/index.htm

Conference includes special workshop for Federal employees only

GSA TELEWORK TECHNOLOGY COST STUDY — SAMPLE TELEWORK BUSINESS CASES SHOW IMPRESSIVE ROI

TELEWORK BUSINESS CASES*	Total Investment (millions)	Total Benefits (millions)	ROI
Teleworker-at-Home Solution 100k Staff	\$16.0	\$36.2	≈225%
Telecommunications Services 50k Staff	\$15.6	\$31.1	≈200%
Enterprise 10k Staff	\$0.22	\$3.4	≈1500%

GSA Telework Technology Cost Study, June 2006

*Each business case assumes 50 percent of staff telework

**Become a member of Telework Exchange.
Register at www.teleworkexchange.com**

The Teleworker

Phone 703.883.9000 | Fax 703.883.9007 | Enquiries: Cindy Auten 703.883.9000 x101
Write to Us: 921 King Street | Alexandria, VA | 22314 | Info: info@teleworkexchange.com